

Exhibit A, Leadership Impact Balanced Scorecard, CY2014 – R5

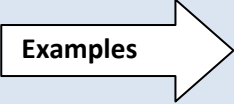
Balanced Scorecard Perspective	Initiative <i>Planned Work</i>	Input <i>Planned Work</i>	Outputs <i>Intended Results</i> <i>Actual Results</i>	Outcomes <i>Intended Results</i> <i>Actual Results</i>	Impacts
Strategic Themes and /or objectives	Concrete action of the organization	Resources (financial, human) invested in the activity	Tangible products from the activity	Changes, benefits, effects resulting from activity	Attributes of organizations activities to broaden and create longer term outcomes
	<i>Scope, development, and intention of initiative.</i>	<i>Number of people needed to develop the program.</i> <i>Budgeted dollars needed.</i>	<i>Number of people, departments, and or groups reached.</i> <i>Number of programs reached.</i>	<i>Effects on target population.</i> <i>Increased level of service.</i>	<i>Take account of actions of other programs, flow over, unintended consequences.</i>
Customer Perspective					
Increase Engagement	Increase Volunteerism Provide internships for BVT seniors, Nipmuc seniors, and college students within Town government.	<ul style="list-style-type: none"> Discuss with both Regional School Districts and local colleges. Provide limited funds in department FY 2015 budgets, expand in FY2016 	Intended Results <ul style="list-style-type: none"> Provide labor resource to various Town departments to assist with processes. 	Intended Results <ul style="list-style-type: none"> Create a win-win situation where intern gains work experience and Town get labor assistance to enhance department process. 	
			Actual Results <ul style="list-style-type: none"> 	Actual Results <ul style="list-style-type: none"> 	
Increase Engagement	Student Government Invite an Upton HS student to sit at the BoS table to participate in regular meetings.	<ul style="list-style-type: none"> Discuss with Regional School Districts, No funding needed 	Intended Results <ul style="list-style-type: none"> Have an Upton student from both High Schools participate in regular Board meetings. 	Intended Results <ul style="list-style-type: none"> Develop future community leaders. A broader perceptive of issues and interactions. 	
			Actual Results <ul style="list-style-type: none"> 	Actual Results <ul style="list-style-type: none"> 	

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Create Positive Impacts	Energy Develop a clean energy and energy conservation policies and practices.	<ul style="list-style-type: none"> Green Community Committee. No funding needed at this time. 	Intended Results <ul style="list-style-type: none"> Achieve Green Community Status. Stretch Energy code adoption. By right solar farm zoning. Actual Results <ul style="list-style-type: none"> Stretch code adopted at ATM, May 2014 Solar Farm Zoning adopted at ATM, May 2014 	Intended Results <ul style="list-style-type: none"> Implement Green project initiatives. Reduce Town energy costs. Reduce community carbon foot print. Actual Results <ul style="list-style-type: none"> 	
Create Positive Impacts	Commercial Development Review opportunities and develop a scoping plan.	Contact CMRPC for availability, scoping, and budget development.	Intended Results <ul style="list-style-type: none"> Enhance economic develop within the community. Actual Results <ul style="list-style-type: none"> 	Intended Results <ul style="list-style-type: none"> More employment opportunities within the community. Increased commercial and industrial tax revenue. Decrease residential tax burden. Actual Results <ul style="list-style-type: none"> 	
Create Positive Impacts	Town Center / Main Street Review opportunities and develop a scoping plan.	Contact CMRPC for availability, scoping and budget development.	Intended Results <ul style="list-style-type: none"> Enhance the appearance, development, and linking of the Town common area. Actual Results <ul style="list-style-type: none"> 	Intended Results <ul style="list-style-type: none"> Better utilization. More green space Safer traffic and pedestrian interaction. Create a traditional NE town common look. Actual Results <ul style="list-style-type: none"> 	

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Increased Transparency	Meeting Visibility Increase media coverage of meetings and ability to present information.	Incorporate renovated town hall meeting room with equipment and layout to implement objective.	Intended Results <ul style="list-style-type: none"> Provide more video and podcast coverage of meetings. Provide better equipment and venue for presentations and meetings. Actual Results <ul style="list-style-type: none"> 	Intended Results <ul style="list-style-type: none"> Better informed public. Better initiative presentation. Actual Results <ul style="list-style-type: none"> 	
Increased Transparency	Communication Use of social media to increase public awareness of government activities.	<ul style="list-style-type: none"> Communication Officer involvement as directed by the Town Manager. No special funding needed at this time. Possible involvement with an intern. 	Intended Results <ul style="list-style-type: none"> A developed practice of using social media. The availability to reach out to the entire community, local government, and other entities that enroll. Actual Results <ul style="list-style-type: none"> 	Intended Results <ul style="list-style-type: none"> More public engagement. Better informed public. Actual Results <ul style="list-style-type: none"> 	
Increased Transparency	Meeting Minutes Develop in-house standards for publishing meeting minutes.	<ul style="list-style-type: none"> Create an internal policy and practice for meeting record keeping and submission to Town Clerk. Working time of Town Manager and Town Clerk. 	Intended Results <ul style="list-style-type: none"> Consistency and standardization with respect to Town committees' meeting minutes. Actual Results <ul style="list-style-type: none"> 	Intended Results <ul style="list-style-type: none"> Better informed public. More transparency with decision making process. Actual Results <ul style="list-style-type: none"> 	
Financial Perspective					

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Fiscal Accountability	Fiscal Policies Create and implement policies that assure prudent fiscal actions.	The Town Manager with assistance from the finance department will continue to review and make recommendation.	Intended Results <ul style="list-style-type: none"> Change in the selection process of the finance committee and membership quantity. Improve overall budget process. Create appropriate fiscal policies. Actual Results <ul style="list-style-type: none"> A new selection process for the Finance Committee was adopted at the ATM, May 2014. Long term contracts option was adopted at the ATM, May 2014. 	Intended Results <ul style="list-style-type: none"> Improve fiscal evaluation and performance. Improve fiscal bond rating. Actual Results <ul style="list-style-type: none"> Town Manager becomes responsible for budget spreadsheets. Increased fiscal bond rating increase. The ability to control contract costs for longer period of time. 	
Maximum Value & Utilization	Elected Officials Compensation Develop policy and practice that creates fairness in elected official's compensation.	The BoS will meet with elected officials to discuss and submit a recommendation for town meeting vote.	Intended Results <ul style="list-style-type: none"> Develop standard for compensation for all elected part time officials. Actual Results <ul style="list-style-type: none"> Initiative approved at ATM, May 2014, becomes effective FY2016. 	Intended Results <ul style="list-style-type: none"> All elected official receive a fair and equitable thank you compensation for their service. Actual Results <ul style="list-style-type: none"> All part time elected officials will be compensated for their service and at the same rate. Compensation tied to meeting minute's publication. 	
Internal Process Perspective					
Continuous Improvement	Technology Increase use and capacity	Continue discussion	Intended Results <ul style="list-style-type: none"> Have department meeting process become more digital and paperless. 	Intended Results <ul style="list-style-type: none"> Standardization of Town boards and committee meeting minutes. Prompter meeting minute filings with Town Clerk. Better public access to meeting minutes. 	

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			Actual Results <ul style="list-style-type: none"> 	Actual Results <ul style="list-style-type: none"> 	
Responsibility & Accountability	Functional Alignment Appointed Treasurer / Collector	The BoS with assistance from the Town Manager, Town Counsel, and the DOR will submit a warrant article on the ATM FY2015.	Intended Results <ul style="list-style-type: none"> Change selection method of Treasurer / Collector 	Intended Results <ul style="list-style-type: none"> Align government position with respect to policy makers elected and policy implementers being appointed. 	
			Actual Results <ul style="list-style-type: none"> Initiative failed at ATM, May 2014. 	Actual Results <ul style="list-style-type: none"> No change in the selection process of the T/C. 	
Growth & Learning Perspective					
Leadership Competencies	Competencies Provide opportunities to employees to develop leadership competencies.	The Town Manager and Personnel Board to develop policy and practice. Will implement as the FY2015 budget allows. More emphasis will be placed on the FY2016 budget.	Intended Results <ul style="list-style-type: none"> Developed policy and practice for Town employees. Develop budget 	Intended Results <ul style="list-style-type: none"> Better leadership increased customer responsiveness More cost effective government. 	
			Actual Results <ul style="list-style-type: none"> 	Actual Results <ul style="list-style-type: none"> 	
Skills & Training Enhancement	Enhancement Provide opportunities to employees to improve professional skills & abilities	The Town Manager and Personnel Board to develop policy and practice. Will implement as the FY2015 budget allows. More emphasis will be placed on the FY2016 budget.	Intended Results <ul style="list-style-type: none"> Developed policy and practice for Town employees. Develop budget. 	Intended Results <ul style="list-style-type: none"> More employee engagement. More innovation. More cost effective government. Increased customer responsiveness. Increased quality. 	

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